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DTR-6825

FILE *Training 3-1*

DD/S 71-3934

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Authority to Enter on Duty External CTs for the January 1972 Class

ACTION REQUESTED: Approval of Paragraph 5 Recommendation

1. If we are to have the flexibility necessary to organize the best possible January CT Class and develop these individuals according to our professional standards we need authority to hire 15 external CT applicants not later than mid-October. Without this authorization we shall not have adequate opportunity to organize the best possible CT Class and develop these individuals according to our professional standards.

2. Our plans provide for a January Class numbering 23 to 25. To this end, prior to the freeze, we brought on board two candidates who are now in pre-training interim assignments awaiting the beginning of their CT training. We have also made employment commitments (prior to the freeze) to two additional candidates, who have not yet entered on duty, leaving 21 spaces to be filled. We are currently in the final stages of review of 24 internal applicants and estimate that we shall select around eight to ten of these. Therefore, if we combine the anticipated number of internal candidates with the two external candidates already employed and the two to whom we have extended commitments but not yet on board we have 11 spaces remaining to be filled by other external applicants.

3. With regard to the projected use of the January Class we estimate if the class has 23 to 25 members as planned and all complete the Program, nine to ten will find assignment in the DDI and up to 15 would be placed in the DDP and possibly one in the DDS.

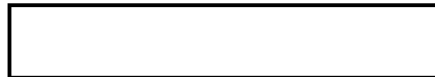
4. According to our information DDI absorption of their share of the January Class will present no significant difficulties. The problem is in the DDP where no final decision has yet been reached on how to make required personnel cuts. This is a most difficult problem, but if the DDP is to have even a small CT input of around 15 in the Spring of 1973 it is necessary to enter these candidates in the pipeline this January. By the Spring of 1973 it would seem almost certain that the

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and 2**SECRET**GROUP 1  
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**SUBJECT: Authority to Enter on Duty External CTs for the January 1972 Class**

DDP will have a pressing need for some 15 highly trained, carefully selected young officers who can serve anywhere in the world. Between now and the Spring of 1973 these candidates will of course be carried on CT rolls and will present no DDP slotting problems. But in cases involving internal candidates the Career Training Program should in no way be viewed as a device to make currently required personnel cuts. It should be clearly understood that upon the completion of the CT Program the sponsoring Directorate has a basic obligation to reemploy any CT internal candidate the Directorate sponsors. However, this obligation should not preclude the final placement of CT candidates of one Directorate in another should the CT Program establish such placement is beneficial to the Agency.

5. I recommend that you authorize the recruitment of 15 external CTs for the January 1972 Class.



**HUGH T. CUNNINGHAM**  
Director of Training

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**APPROVED:**

*SEE memo DT 12 OCT 71 FOR DIVERS FR DDB,  
SUBJ: ENTRANCE ON DUTY OF CAREER TRAINEES*

**John W. Coffey**  
Deputy Director  
for Support

**Date**

**Distribution:**

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OTR/CTE  ks (8 Oct 71)

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**CONFIDENTIAL**FILE *Training 3-1*

29 June 1971

MEMORANDUM FOR: Career Management Officer, DDS

SUBJECT : Modification of Career Training Program

1. The number of qualified external applicants for the Career Training Program (CTP) has increased in recent months. And, current economic conditions plus other timely factors may, in the future, result in the Agency having even a larger number of applicants from which to select its relatively few Career Trainees. Accordingly, the Agency should consider capitalizing on the availability of applicants by selecting as many qualified externals for the CTP as possible.

2. Under current policies the CTP accepts both external candidates and selected internal employees. Since they are already Agency employees, internals are given preferential consideration. This has resulted in the last three CT classes being composed of about 50% internals. This means that the CTP has been selecting external applicants at a rate of only 25 a year,

[redacted] The logical conclusion, then, is that the Agency may be losing some very able external candidates because the Program is encumbered with the selection and slotting of internals, employees who are already committed to the Agency and have already had some of the relevant training available in the CTP. Perhaps, the careers of many of these internals can and should be developed directly by the employees' Career Services rather than by the CTP. Such a procedural change would free the CTP to concentrate on the selection, training and placement of externals, thereby insuring the recruitment of the maximum new talent possible under existing CTP personnel authorizations.

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3. Realizing, however, that some internals will have had a minimum of Agency training and would benefit from CTP interim on-the-job assignments and placement counseling, the additional proposal is made that the CTP Staff provide these services to a sizeable number of internals selected and slotted by the requesting

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**SUBJECT: Modification of Career Training Program**

Career Services. The CTP Staff could provide this supervisory guidance to 25 internals a year. Internals enrolled in such a program would be referred to as Career Trainees, just as their external contemporaries are identified. Again, the differences would be that the CTP Staff would not select the internals nor would they be slotted and paid by the CTP; these would be the responsibilities of the employees' Career Services.

4. Attached is the approved CTP "Statement of Purpose and Plan of Operation" for your perusal. You will note that only a portion of paragraph III, A, 1, would be affected by approval of the modifications proposed in this memorandum. Deletion of the last part of the paragraph reading " . . . and outstanding junior personnel already on duty in the Agency" would solve this technical problem.

5. Your views about these modifications to the CTP will be very helpful to OTR in deciding the advisability of recommending such changes to top management. This is a matter of sufficient importance eventually to require the concurrence of the Deputy Directors and approval by the Executive Director-Comptroller. The target date for such action would be FY '73 or beginning with the July 1972 CT class. However, an early decision is necessary to enable the Office of Personnel Field Recruiters to plan for an increased input of applicants. Receipt of your comments by 22 July will be appreciated.



Chief, Career Training Program

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Att

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18 February 1970

## The Career Training Program

### Statement of Purpose and Plan of Operation

#### I. Purpose

The Career Training Program has as its purpose the selection, training, and early career development of young professional officers who show unusual potential for outstanding service as Agency careerists. The Program seeks to select annually not more than 50 candidates with broad interests and the potential for successful performance in several different categories of Agency endeavor. This Program is intended to supplement and not supplant, the Agency's direct hiring of professional specialists.

#### II. Management

##### A. Selection and Training of Career Trainees

Responsibility for the selection and training of Career Trainees is vested by the Director of Central Intelligence, through the Deputy Director for Support, in the Director of Training, who receives policy guidance from and consults with the Executive Director-Comptroller and the several Deputy Directors.

##### B. Assignments to Career Training Staff

The Deputy Directors are responsible for assigning to the Career Training Staff officers well-qualified to represent them in the tasks of selecting, evaluating, counseling, and developing the initial placement of junior careerists. Such assignments should be of a rotational nature.

##### C. Initial Placement and Early Career Development

1. It is the responsibility of the Career Training Staff to recommend initial placement of Career Trainees within the Directorates based on their background, training record, specific qualifications, results of interim assignments, and suitable openings.

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2. Actual placement of Career Trainees is the responsibility of the Directorate or Career Service officials following consultation with representatives of the Career Training Staff. The component reserves the right to determine the suitability of the trainee for career assignment and to accept or reject him accordingly.

3. The Directorate or Career Service is responsible for early career development of the trainee based on a general plan devised in consultation with the Career Training Staff at the time of assignment.

4. The assignment is not confirmed nor the trainee accepted into the Career Service until the component is satisfied about the suitability of the trainee and the appropriateness of the assignment.

### III. Operation

#### A. Selection

1. Responsibility - Selection is made by the Career Training Staff of the Office of Training, in cooperation with the Office of Personnel, from among highly promising external applicants [and outstanding junior personnel already on duty in the Agency]

2. Criteria - Primary emphasis is placed on personal characteristics, including intellectual ability and its effective use; previous achievement in academic, vocational and other endeavors; integrity; evidence of potential leadership; adaptability and versatility; motivation to national service and the intelligence profession; and a demonstrable interest and personal involvement in world affairs or public administration. In practice, it is normal for a candidate to have a bachelor's degree or its equivalent in related experience. Secondary emphasis is placed on educational specialization and an individual's immediate suitability for a particular job.

3. Candidate Sources - Criteria enumerated above are applied to internal and external candidates alike without pre-determined ratio, to assure only that candidates selected from either source are of exceptional caliber.

### IV. Appointment Grades and Promotion Policy

A. The Program normally selects candidates at the GS-9 or -10 levels, depending on the candidates' qualifications. Those selected at these grades

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become eligible for promotion to the next higher grade approximately nine months after commencing formal training in the Program, subject to satisfactory performance. Thereafter, a Career Trainee will be promoted according to norms established by the particular Career Service into which he is accepted.

B. In cases of extraordinary qualifications, candidates may be selected at the GS-11 or -12 levels but no assurances can be given about eligibility for promotion beyond GS-12.

C. Promotions are not automatic; they must be earned through effective performance. Changes in a trainee's personal circumstances which serve to delay his training or career development also may affect his promotion eligibility.

D. The promotion policy in effect at the time each group of Career Trainees is selected will become no less favorable for that group so long as it is on the current roster of the Program.

E. The first Career Training Class to which the above promotion policy will apply is that of January 1971.

## V. Training

### A. Basic

All Career Trainees are enrolled in a basic training cycle designed to familiarize them with current and projected world problems; the role of the U. S. in world affairs and its international activities; the purpose and framework of intelligence functions; and the responsibilities and functions of the Central Intelligence Agency. Duration of this cycle normally will not exceed three months and may be shortened depending on evolution of content, teaching methods, and evaluation techniques. In this basic stage attention is given to identifying a student's interest in a specific line of work as well as determining his skills and aptitudes. This basic cycle currently is offered to Career Trainees exclusively, but in the longer run the Office of Training will attempt to assimilate Career Trainees and non-Career Trainees to the greatest extent possible.

### B. Interim On-the-Job Assignments

1. An essential element of the Program is to extend trainee familiarization and appreciation of the variety of Agency functions and to stimulate career motivation. Consequently, upon successful completion of

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basic training, Career Trainees normally are placed on two successive interim assignments not to exceed three months' duration each. Such assignments, wherever feasible, should be in essentially different types of work, either in different Directorates or certainly in different components within the same Directorate. In some cases, TDY assignments overseas may be appropriate to the extent that they are neither premature, in terms of trainee qualifications, nor compromise purposeful career development.

2. Interim assignments are developed by the Career Training Staff, in consultation with component officials, to broaden and enhance a particular trainee's qualifications. In effecting these assignments, it is the Staff's responsibility to confer personally with an appropriate representative of the unit to which the trainee is assigned to acquaint him with the trainee's background, to discuss what each of them believes is achievable during the period of assignment in terms of the trainee's contribution to the work of the unit, and to provide a basis for familiarizing and evaluating the trainee during the period. Success in this depends upon the degree to which supervisors accept the responsibility to ensure experiences that have a positive impact on trainee motivation.

## VI. Early Career Development

### A. Determination of Career Direction

1. Upon the trainees' successful completion of the basic training cycle and interim assignments, a determination is made about the most appropriate career projection (Directorate) for each trainee. In making such determination, the Career Training Staff relies upon judgments of component representatives about their projected needs for junior officers and about a particular trainee's suitability as a result of their exposure to him during interim assignment. Also taken into account are the trainee's qualifications, training and interim assignment performance; psychological evaluation; and the trainee's preferences to the extent they are consistent with the Agency's needs and his own qualifications.

2. Specific preparation for such career then is begun by resort to advanced training or full-time on-the-job assignment in whichever sequence is appropriate to the particular case. The determination about a given trainee's career direction is not irrevocable but can be changed in the light of subsequent developments, particularly with regard to his performance in advanced training or initial assignment.

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**SECRET****B. Advanced Training**

1. Advanced training is given to a particular trainee in accordance with the career direction which has been determined for him. It is designed to develop and improve skills for application in a major functional area of the Agency, i. e., clandestine operations; intelligence collation, analysis and production; support functions; or other pertinent type of work. Agency training courses given as part of the Program at this stage of development range in duration from six weeks to six months depending on the type of preparation required.

2. Effort is made to enroll the trainee, whenever practicable, in advanced training at such time as he will be able to capitalize on it as soon as possible after its completion. In cases where the trainee may not receive such training before he is transferred from Career Training status to a functional Career Service, it becomes the responsibility of the operating component to which he is assigned to arrange such training at the appropriate time.

3. Additional training which is desired by an operating component but is not formally included in the Career Training Program, e. g., course work at outside institutions, language training, or other Office of Training courses, may be arranged in consultation with the Career Training Staff.

**C. Initial Full-Time Assignment**

1. Once the Career Trainee has successfully completed training sufficient to satisfy requirements for his being assigned on a full-time basis, the Career Training Staff notifies officials of the appropriate Career Service or Directorate of the trainee's availability and requests that he be considered for assignment which would best match the trainee's qualifications with the component's needs. It is the prerogative of the component to determine which assignment is most appropriate for a particular trainee.

2. An essential element in the effective implementation of the assignment, however, is the opportunity for personal consultation between the Career Trainee's Program Officer and his projected supervisor. The Program Officer is charged, first, with providing to the supervisor pertinent information about the trainee's background, performance to date, and personal characteristics. In addition, the Program Officer and supervisor together should devise a practicable short-term plan for the use and development of the trainee, including where feasible additional Agency and external training.

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**SECRET****D. Monitoring the Assignment**

1. Once placed in his initial assignment, the trainee remains in Career Trainee status until appropriate officials in the operating component are satisfied that he is properly placed and eligible for transfer into the component's career service. Action to this end should be taken not later than one year following the assignment and can be accomplished earlier, if mutually agreeable. During this period both the supervisor and the trainee provide to the Career Training Staff periodic progress reports from which judgment may be made about the trainee's effectiveness and his suitability for career development in the component.

2. If experience during this period reveals unsatisfactory aspects to the assignment, corrective action may be undertaken. Such action can include remedial training, reassignment within the component, and return to the Career Training Program for reassignment or separation from the Agency, as appropriate.

3. Once the Career Trainee is accepted by a Career Service, the Career Training Program is provided for a period of three years with copies of personnel actions relating to the former trainee, copies of his Fitness Reports, and other information which can be used to evaluate and guide the Program's efforts to select, train, counsel, and assign new trainees. In addition, the Office of Training is authorized to solicit and receive feedback from former trainees, as well as from other students, to assess the validity of its training programs.

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